

U. S. Department of Energy



Thomas Jefferson National Accelerator Facility

900 Glossary

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- **Actual Cost of Work Performed (ACWP)**
The direct costs incurred in accomplishing the project work activities, including labor, expenses, and procurement, plus indirect costs.
- **Actual Cost**
See ACWP.
- **Authorized Work**
Work effort that has been defined, funded, and for which written authorization has been received.
- **Baseline Milestones**
Top-level schedule events, deliverables and critical decision points of the project that signify completion of a planned effort.
- **Budget at Completion (BAC)**
The total authorized budget for accomplishing the work scope of a Cost Account, summary account, reporting element, or project.
- **Budgeted Cost of Work Performed (BCWP)**
The sum of the budgets for completed work activities and completed portions of open work activities, plus the applicable portion of the budgets for Level of Effort activities.
- **Budgeted Cost of Work Scheduled (BCWS)**
The sum of the budgets for all project work activities scheduled to be accomplished within a given time period.
- **Change Control**
The management process for requesting, reviewing, approving, and implementing changes to the project technical, schedule, or cost baselines.
- **Change Order**
An approved Change Request.
- **Change Request**
A form used to initiate a change to the Integrated Project Baseline.
- **Change Impact Assessment**
A section of the Change Request form used to document the technical, schedule, cost, and quality assurance/safety impacts of a proposed change.

- **Class 1-2 Change**
A change to a project baseline that affects elements reserved by the Project Customer for its change authority.
- **Class 3 Change**
A change to the Project Baseline approved by the Project Director/Manager that affects multiple Associate Project Managers, but does not require customer approval.
- **Class 4 Change**
A change to the Project Baseline approved by an Associate Project Manager that does not affect any factors relevant to Class 1-3 changes.
- **Class 5 Change**
A change to the Project Baseline approved by a Cost Account Manager that does not affect any factors relevant to Class 1-4 changes.
- **Change Control Board (CCB)**
A group of people who are responsible for evaluating and approving or disapproving proposed changes to the project baselines and for ensuring implementation of approved changes.
- **Chart of Accounts**
The list of all accounting elements for a particular project.
- **Contingency**
Reserve project funding held by the project customer for possible changes in project work scope and to cover potential cost overruns. Contingency is not associated with project work scope and is not part of the Performance Measurement Baseline. This may be held by the project customer.
- **Cost Account**
The lowest Work Breakdown Structure levels where organizational responsibility is assigned, cost estimates are developed, Cost Account plans are prepared, actual costs are accumulated, and earned value is assessed.
- **Cost Account Plan (CAP)**
The document that contains the detailed information for the Cost Account. Work activities are scheduled and the resources required to accomplish them are identified.
- **Cost Baseline**
The approved project budget as documented by the project Cost Book and supported by the Cost Account Plans.

- **Cost Book**
The official document detailing the project budget consisting of individual Cost Sheets and Summary Cost Sheets.
- **Cost Management System**
An Enterprise Suite software package where the project budget is managed. Linked with its counterpart, the Schedule Management System, to form an integrated cost/schedule database that is the heart of the Earned Value Management System.
- **Cost Sheet**
The Cost Account document that contains the cost obligation plan for labor, expense, and procurement resources summarized by fiscal year.
- **Cost Variance (CV)**
The Earned Value Management System metric for measuring the cost performance on the project. It is the difference between BCWP and ACWP, and can be calculated at all WBS levels (Cost Account level to project level).
- **Cost Performance Index (CPI)**
An efficiency measurement defined by the work accomplished for the resources expended. Calculated by dividing BCWP by ACWP for a given time period.
- **Critical Path**
The series of project activities that must be finished per the schedule plan in order for the entire project to finish on schedule. It represents the activity path with the longest duration and all activities on the critical path are critical activities.
- **Detail Milestones**
A tertiary level of project milestones established after the Intermediate Milestones have been determined providing greater detail to the project schedule.
- **Detail Schedule**
The final phase of project schedule development with all milestones (Baseline, Intermediate, and Detail) and activities defined and appropriately linked.
- **Direct Costs**
Any costs (labor, expenses, procurement) that may be identified specifically with a particular project activity.
- **Earned Value**
See BCWP.

- **Earned Value Management System (EVMS)**
An integrated management process where all work is planned, budgeted, and scheduled in time-phased increments resulting in a cost and schedule baseline against which project performance is measured.
- **Estimate at Completion (EAC)**
Actual project costs to date plus the forecast of costs to complete unfinished work.
- **Estimate to Complete (ETC)**
The current estimated cost to accomplish the remaining project work scope.
- **Indirect Costs**
Costs not identifiable to a specific project or work element, but are shared among an organization's units. Usually includes supervisory and administrative labor, and expendable type materials.
- **Integrated Project Baseline**
The validated and approved project plan consisting of the technical baseline, the cost baseline, and the schedule baseline.
- **Intermediate Milestones**
A secondary level of project milestones established after the Baseline Milestones have been determined providing more detail to the project schedule.
- **Level of Effort (LOE)**
A sustained level of effort on a project that is general or supportive in nature and does not produce a definite end product. Examples include supervision, project management and administration activities.
- **Management Reserve (MR)**
An amount of the total project budget set aside for project management control purposes rather than being allocated for the accomplishment of specific activities. MR is not associated with project work scope and is not part of the Performance Measurement Baseline.
- **Organizational Breakdown Structure (OBS)**
The functional depiction of the project organization indicating the hierarchical relationships of the organizational elements and designating the project work responsibilities when integrated with the Work Breakdown Structure.
- **Percent Complete**
For an activity or group of activities, a ratio, expressed as a percentage, of the amount of work that has been completed to the total planned work.

- **Performance Measurement Baseline (PMB)**
The approved time-phased budget plan for accomplishing scheduled project activities as documented in the Cost Account Plans and maintained in the integrated cost/schedule database. Contingency and Management Reserve are not included in the Performance Measurement Baseline.
- **Planned Value**
See BCWS.
- **Project-Organization-Account (POA) Number**
An accounting numbering system established for the accumulation and collection of project costs.
- **Responsibility Assignment Tree**
A summary of the project WBS elements and the management elements of the project team that identifies work effort with the organizational entity responsible for its accomplishment.
- **Schedule Baseline**
The validated and approved dates for starting and completing project work activities and achieving the project Baseline, Intermediate, and Detail Milestones.
- **Schedule Management System**
An Enterprise Suite software package where the project schedule is managed. Linked with its counterpart, the Cost Management System, to form an integrated cost/schedule database that is the heart of the Earned Value Management System.
- **Schedule Variance**
The Earned Value Management System metric for measuring the schedule performance on the project. It is the difference between BCWP and BCWS, and can be calculated at all WBS levels (Cost Account level to project level).
- **Schedule Performance Index (SPI)**
An efficiency measurement defined by the work performed compared to the work that was planned to be accomplished. Calculated by dividing BCWP by BCWS for a given time period.
- **Technical Baseline**
Organized by the approved Work Breakdown Structure, the performance criteria and design specifications for systems and components as described in the project's technical documentation.
- **Undistributed Budget (UB)**
Project budget that has not yet been allocated to specific Cost Accounts.

- **Variance at Completion (VAC)**
The difference between the Budget at Completion and the Estimate at Completion. It represents the amount of expected project cost overrun or underrun, before the allocation of Management Reserve or Contingency.
- **Variance Analysis**
The analytical examination of Cost Variances, Schedule Variances, and At Complete Variances to determine the cause for the variance, any impact the variance may have, and any corrective action necessary to meet project objectives.
- **Variance Threshold**
Established by the Project Customer and Project Director/Manager, the cost and schedule variance criteria that will require the generation of a formal Variance Analysis Report.
- **Work Activity**
A discrete effort that describes the work to be accomplished, the schedule of expenditures and use of resources, and that serves as a vehicle for monitoring and reporting progress.
- **Work Authorization**
The process of sanctioning specified project work to be performed during a specified time period. Implemented through the Work Authorization Form.
- **Work Breakdown Structure (WBS)**
The hierarchical framework that defines the technical work scope of the project and is the basis for project management, cost estimating, scheduling, project cost/schedule control and performance measurement.
- **Working Detail Schedule**
A working tool of the Schedule Management System for evaluating project schedule plans and forecasting future progress.